

Therefore, the concept of well-being principally focuses on the perceptions of the people who make up the Army. A framework or critical tool for organizing the thought process and structure associated with well-being results from relating individual needs and aspirations with Army functions designed to meet those needs and aspirations. Within this framework not all individual needs or aspirations should, or can, be met by the Army. While oriented on the personal needs of individuals, well-being acknowledges a basic rule of soldiering in the Army—that personal responsibilities and needs may be subordinated when duty calls. Soldiers and civilians must ensure that personal issues do not influence or impair the ability to deploy and perform the mission. The Army must provide an environment that makes mission accomplishment possible. The well-being framework is described in terms of four individual aspirations:

a. To serve. The Army exists to fight and win the nation's wars. Individuals choose to join the Army to fulfill the aspiration "to serve" the nation, its people, and the cause of freedom. This sense of service is considered "fundamental" to Army well-being.

b. To live. This aspiration addresses the basic physical and material needs of shelter, food, and health. Individuals seek to satisfy this need by earning a living, achieving financial security, and providing for their families. This role as provider is considered "essential" to Army well-being.

c. To connect. The need "to connect" centers on acceptance, contribution, and social interaction. Individuals want to be accepted and valued, to contribute to a winning team, to perform meaningful work, and to unite around a common

d. To grow. Personal growth involves mental and spiritual needs, and encompasses the individual's desire to be creative, productive, and to use and expand one's capabilities. Individuals' ability to fulfill their personal aspirations "enhances" both their own lives and their relationship to the Army.

Well-being strategic goals

Army well-being is achieved by providing for four strategic goals linked to the well-being framework of the Army family, including Soldiers (active, reserve, and guard), retirees, veterans, and DA civilians, and all their families:

a. Opportunity for service. Whether in a combat zone or a garrison environment, we all must embrace the concept that we have an opportunity to serve in support of something larger than ourselves.

b. Standard of living. To be able to live at a standard of living that we as an Army can be proud of.

c. Pride and sense of belonging. To develop and maintain a sense of pride and belonging with the Army team—Soldiers, DA civilians, retirees, veterans, and their families.

d. Personal enrichment. To take advantage of the numerous opportunities the Army provides for personal and professional growth.

Well-being end state

a. A system perspective. An integrated system of well-being functions and programs that: (1) Recognizes that the institutional needs of the Army cannot be adequately addressed without fostering self-reliance and meeting the personal needs and aspirations of its people. (2) Is designed and resourced to successfully account for the dynamic nature of the Army's operational challenges and



**Fort Leonard Wood,
MO**



EQUAL

OPPORTUNITY

**INFINITE DIGNITY AND
WORTH**



**WORKING TOGETHER
TO ACHIEVE MORE**



AR 600-20 Chapter 3

Army Well-Being General

This discusses the overarching command responsibility for “taking care of people.” Applied at all levels of command, the principles of Army well-being form the basis upon which commanders and other leaders understand and support the individual aspirations of their people while focusing on mission accomplishment. Such leadership creates the environment necessary to maximize the human dimension of Army readiness.

Definition

Army well-being is the personal—physical, material, mental, and spiritual—state of the Army family, including Soldiers (active, reserve, and guard), retirees, veterans, DA civilians, and all their families, that contributes to their preparedness to perform and support the Army’s mission. The focus of Army well-being is to take care of our Army family before, during, and after deployments.

Concept

a. An institutional perspective. Well-being is actually a “condition” resulting from the effects of a system of individual programs, policies, and initiatives. The term “Army well-being” is not synonymous with “quality of life” (QOL), but rather expands the concept. Army well-being—

- (1) Incorporates an integrated, holistic view of well-being programs, policies, and initiatives across the Army community.
- (2) Establishes strategic oversight of those diverse programs, policies, and initiatives that contribute to well-being through a well-being framework.
- (3) Provides a mechanism to measure performance against established

being is a personal state, experienced by the individual. While there is no formula for prescribing this personal state, individuals must be self-reliant in order for this experience to be positive. Individuals are ultimately responsible for their own well-being, but commanders are responsible for creating and sustaining a climate that contributes positively to the lives of the Army Family, including Soldiers (active, reserve and guard) retirees, veterans and DA civilians, and all their families. The state of well-being includes four basic dimensions of individual life experience:

- (1) The physical state centers on one’s health and sense of wellness, satisfying physical needs through a healthy lifestyle.
- (2) The material state centers on essential needs such as shelter, food, and financial resources.
- (3) The mental state centers on basic needs to learn, grow, achieve recognition, and be accepted.
- (4) The spiritual state centers on a person’s religious/philosophical needs, providing powerful support for values, morals, strength of character, and endurance in difficult and dangerous circumstances.

The well-being framework

The four institutional outcomes of attracting, developing, retaining, and supporting are a function of the actions people take in response